Guerrilla Marketing
- And its Effects on Consumer Behavior

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Abstract

As consumers are getting better at avoiding the traditional marketing campaigns companies are using, it has become crucial for companies to differentiate their marketing. One way of doing this is to use guerrilla marketing, a marketing type more extreme, innovative and attention capturing than traditional marketing.

The purpose of this thesis is to explore how the use of guerrilla marketing affects consumer behavior in terms of brand attitude, brand image and purchase intention. Moreover, the effect on Word-of-Mouth will be explored, as this is a crucial implication if the guerrilla campaign is to be perceived as successful.

Based on marketing theories and consumer behavior theories, an experiment is conducted through a focus group seminar, to determine if guerrilla marketing campaigns are perceived as being more creative and credible than traditional marketing campaigns. Furthermore, these determinants are used as instruments to study the effect on brand attitude, brand image and purchase intention. The study is exploratory and the chosen method is a qualitative data collection.

The findings indicate that guerrilla marketing campaigns affect all consumer behavior elements, studied in our thesis, more than their equivalent traditional marketing campaigns. Suggestions for further research include studying if there is a cultural difference in how guerrilla marketing is perceived.

This thesis may be useful in increasing companies’ understanding of the concept of guerrilla marketing and how this can be used in a successful way.

Keywords Guerrilla Marketing, Consumer Behavior, Brand Attitude, Brand Image, Purchase Intention, Word-of-Mouth
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1. Introduction

In this introduction chapter we will present the background, problem formulation, research purpose, research question, limitations and an outline of the thesis.

1.1 Background

Wherever we go, we are constantly bombarded with marketing messages, and the vast amount of ads we are subjected to every day makes it impossible for us to attend to them all. Customers are constantly getting better at avoiding being influenced by traditional advertising messages, both by using new technology and simply by mentally blocking them out (Dahlén, Granlund & Grenros, 2009). Being exposed to the same types of messages repeatedly will make the consumer familiar with these types, causing them to increase their ability to block them out (Hutter & Hoffmann, 2011). One way of getting around this problem is to increase the amount of advertisements and other marketing strategies the company uses. This, however, means that the marketing budget of the company will have to be increased and since the consumers become better at ignoring the messages, it will be a waste of money. Instead, the companies need to make their messages different, to make them stand out from their competitors’ messages in order to be seen and heard by the customers.

One way of differentiating your advertising is to use a marketing concept known as guerrilla marketing. This concept was introduced by American Jay Conrad Levinson in the 1980s, and what he intended with the concept was to help small companies make big effects but only using a small budget. Later on, big companies started using the marketing concept but with huge budgets, resulting in massive eye-catching advertising campaigns.

According to Hutter and Hoffmann (2011), three effects distinguish guerrilla marketing from traditional marketing, namely surprise, diffusion and low cost effect. A guerrilla marketing campaign should be surprising, meaning it should not follow the traditional marketing norms. Examples of this could be how the message is formatted or where it is displayed. The diffusion effect means that the message should be so surprising and unexpected that the individuals exposed to it will spread the message further, using the concept of Word-of-Mouth (WoM). To make the message spread, it is also important to arouse the emotions of the message receiver and this is one of the key elements in guerrilla marketing. The third and last effect is the low cost effect, meaning that, partly.
thanks to the diffusion effect, the message is widely spread without using further ad expenditure from the company’s budget. Another tactic frequently used by guerrilla marketers is to be visible at large events without paying for it (Hutter & Hoffmann, 2011). According to Jay Conrad Levinson: “all kinds of innovative and eye-catching advertisements belong to the concept of guerrilla marketing” (qtd. in Hutter & Hoffmann, 2011, p. 3).

1.2 Problem formulation

A survey conducted by SIFO\(^1\) in 2010, shows that the 100 companies with the highest ad expenditure in Sweden spent SEK 2.8 billion on advertising, just during January and February of 2010. The money was spent on television, radio, print and billboard advertising (The Local, 2010). It is impossible for consumers to pay attention to this vast amount of ads; furthermore, studies show that they are increasingly getting better at avoiding and ignoring traditional advertising (Dahlén et al., 2009).

When consumers stop paying attention to the marketing messages they are exposed to and an increase in the marketing budget only results in a larger amount of ads that will be ignored, the companies need to find different ways to reach their customers. One way of doing this is to use non-traditional marketing methods, such as ambient marketing, ambush marketing or buzz marketing, all existing in the term guerrilla marketing.

Guerrilla marketing is characterized as being more creative and eye-catching than traditional marketing (Baltes & Leibing, 2008), but on a more negative note, a problem discussed regarding guerrilla marketing techniques is the fact that it might be perceived as less credible compared to traditional marketing (Spry, Pappu & Cornwell, 2011; Cottea, Coulterb & Moorec, 2005). Both of these characteristics are regarded as important to have in mind when designing a marketing message, and a lack of these may negatively affect consumer behavior (Liu, Li, Mizerski & Soh, 2012; Park, MacInnis, Priester, Eisingerich & Iacobucci, 2010; Koubaa, 2008). If a campaign is perceived as boring and noncreative, it will not capture the attention of the customer, hence the money spent on that campaign would be wasted. Moreover, a creative campaign will have a positive effect on brand attitude and purchase intention (Baack, Wilson & Till, 2008). Furthermore, a campaign that is perceived as being credible will have a positive effect on brand attitude and brand image (Spry et al., 2011).

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\(^1\) SIFO: TNS SIFO, previously known as Svenska Institutet För Opinionsundersökningar, an institute conducting surveys.
To conclude the problem formulation, both positive and negative aspects are associated with guerrilla marketing and we aim to study how the two consumer behavior aspects; creativity and credibility, might be affected by the use of guerrilla marketing techniques.

**1.3 Research purpose**

The purpose of this thesis is to explore how the use of guerrilla marketing affects consumer behavior in terms of brand attitude, brand image and purchase intention. Moreover, the effect on Word-of-Mouth will be explored, as this is a crucial implication if the guerrilla campaign is to be perceived as successful.

**1.4 Research question**

*How does the use of guerrilla marketing affect consumer behavior in terms of brand attitude, brand image and purchase intention?*

**1.5 Limitations**

This thesis has several limitations to make it possible to conduct the research process. First, the marketing campaigns used in the study are exclusively outdoor campaigns, since it is hard to compare, for example, a newspaper ad with an outdoor guerrilla marketing campaign. Furthermore, the companies used are large, well-known corporations, because we wanted to make sure that everyone recognized the brands, in order to get fairer results.

Moreover, we have chosen to ignore low-cost effect and negative guerrilla marketing effects in the conducted experiment. However, these concepts are explained in the theoretical framework. Furthermore, the experiment disregards other external factors that might affect the results, such as if the respondents have seen the campaigns previously.

**1.6 Outline of the thesis**

The thesis consists of five different chapters; introduction, theoretical framework, empirical method, empirical analysis and conclusion.

In the first chapter we introduce the thesis with the background, followed by problem formulation, research purpose, research question, limitations, an outline of the thesis, research philosophy, research approach and choice of theory. In the second chapter the theoretical framework is presented.
The second chapter starts with an introduction of marketing to make the reader understand the background and history. After the introduction of marketing we talk about communication, which is a very broad concept, but also a very important part in all marketing. Following after communication is a presentation of traditional marketing, which is one of our main subjects. After this part, an explanation of relationship marketing and promotion follows, which is important for the company when building a relationship with its consumers.

The second concept, which is important in our thesis, is guerrilla marketing. This part includes four different techniques, which are frequently used in guerrilla marketing. These techniques create three different effects; positive effects, negative effects and WoM. To accomplish these effects a company can use several different methods, which we refer to as message design determinants. The message design determinants studied in this thesis are credibility and creativity. Based on whether you have accomplished positive or negative effects from a marketing campaign, this creates different effects in the consumers’ behavior. As a consumer you have developed a brand attitude, brand image and purchase intention based on your experience of the marketing campaign. At the end of chapter two there is a summary of the theoretical framework.

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**Introduction**

The aim of this part is to give the background to the subject, to present the research question and limitations. Furthermore, an explanation of research philosophy and research approach will be presented.

**Theoretical framework**

The theoretical framework applicable for the research question will be presented.

**Empirical method**

The empirical methodology is presented, including research design and strategy. An explanation of the operationalization is provided.

**Analysis**

The results of the study will be presented, as well as an analysis of the results.

**Conclusion**

The thesis ends with our final conclusion, a critical review, practical implications, as well as suggestions for further research.

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Figure 1.6 Outline of the thesis
2. Theoretical Framework

In this part of the thesis, basic marketing theories, a detailed explanation of guerrilla marketing and the different guerrilla marketing techniques frequently used, will be presented. Moreover, message design theories, consumer behavior and the indicators chosen to study will be presented.

2.1 Marketing

The purpose of marketing is to distribute information and create attention to ideas, products and services. Marketing affects consumers’ perceptions and distribution decisions, which makes them buy more and in turn increases sales for the company (Tamilia, 2009). The oldest and easiest way of advertising in marketing history is WoM. This concept is when a consumer tells another consumer about a product or service they have seen or bought. This method is used today and it is associated with different marketing campaigns. WoM is used in particular for companies to strengthen their brand and image (Ferguson, 2008).

The concept of marketing developed in conjunction with the rise of the literacy rate in the West during the 1800s. In this period, outdoor advertising started and companies started to publish their advertisements in newspapers, which occurred most frequently in the larger cities. In the 1900s, media channels expanded and advertisements were distributed over the radio, on television, in the movies and in recent years on the Internet. During the 1900s, the field of marketing has developed and the researchers have tied together marketing with behavioral research, psychology and sociology. The knowledge that marketing affects sales was developed (Tamilia, 2009).

In marketing, there are two major forms of advertising; there is one that is directed to individuals (Business to Consumer) and one that is directed to businesses (Business to Business). Business to Consumer (B2C) is when a company wants to sell a product or a service to a consumer, which is an individual person. Business to Business (B2B) on the other hand is when a company wants to sell a product or service to another company (Gummesson & Polese, 2009).

When marketing a product or a service, the company uses some form of communication. Communication is very important in marketing because it is the way companies reach out to customers. In the next section we briefly present the concept of
communication and explain the communication process. Furthermore, we clarify how it is connected to marketing.

### 2.1.1 Communication

Marketing is all about communication. A sender is creating, or encoding a message that is transmitted to a receiver. Often, the sender is a company and the receiver is the consumer or end user. The receiver then decodes the message, based on his or her frame of reference and the perceptions, values and attitudes he or she previously attained. It is important that the receiver’s decoding matches the sender’s encoding for the communication to be successful. Two other important parts of the communication model are the message itself as well as the channel chosen for the communication (Belch & Belch, 2009).

![Figure 2.1.1 Basic Model of communication](Based on: Belch & Belch, 2009, A model of the Communication Process, p. 146)

Throughout the communication process, the message is constantly exposed to factors that can alter the message, and change the way it is supposed to be perceived. These interruptions are called noise and might be a disturbance in the TV signal, or the receiver being distracted while receiving the message (ibid.). This is the basic model of communication, which all marketing is based upon. In the next section, a more detailed explanation of transactional marketing will be presented.
2.2 Transactional Marketing

The majority of the marketing messages that consumers encounter each day on TV, radio, billboards and so on are examples of transactional marketing (Dahlen, Granlund & Grenros, 2009). Nearly two decades ago, the American Marketing Association (AMA) defined marketing in broad terms as the use of different marketing actions to create an exchange between two parties. This tends to be the exchange of money for a product or service (Belch & Belch, 2009). However, the focus of the exchange has since weakened, and in 2007, the AMA revised its definition of marketing to (qtd. in Belch & Belch, 2009, p. 8):

Marketing is the activity, set of institutions, and processes for creating, communicating, delivering and exchanging offerings that have value for customers, client partners, and society at large.

This new definition takes into account that not all marketing transactions involve an exchange of money for a product or service. For example non-profit organizations and charities receive large amounts of donations each year without reciprocating this with products or services to the donors.

According to Kotler, Armstrong, Wong and Saunders (2008), marketing is all about satisfying customer needs, and the marketing activities start long before the company has a product or service ready for the market. Marketing is everything from assessing needs to determining if there is a chance for the product or service to be profitable. Of course, marketing is also the activities people traditionally associate with the term, such as advertising and public relations (PR). The company utilizes these instruments throughout the product’s life, in order to find new customers, as well as to keep existing customers by improving the features and value of the product or service. Kotler et al. (2008, p. 7) further defines marketing as:

The process by which companies create value for customers and build strong customer relationships in order to capture value from customers in return.

One of the main distinctions of transactional marketing is that only the seller is active and the buyer or consumer takes a passive approach (Grönroos, 1997). One of the fundamental concepts of transactional marketing is the marketing mix, also known as the 4Ps (Grönroos, 1989). According to Rosenbloom and Dimitrova (2011, p. 54):

Marketing is all about adjusting, blending, or better yet, “mixing” the four Ps into an optimum blend that would satisfy the needs and desires of customers.
The 4Ps are *product, price, place* and *promotion* and refer to the different means a marketer can use to increase the competitive power of a company. The first P is *product* and examples of factors that might affect the competitive power of the product are quality, technical features and design (Hsu, 2011). This is connected to the second P, *price* in the sense that it is more accepted and expected by the consumer to pay a premium price for a product that has unique qualities (Douglas, Douglas & Davies, 2010). The pricing of a product must be coherent with the design, distribution and decisions about promotion of the product in order to create a successful marketing mix (Kotler *et al.*, 2008). The third P is *place, or distribution*, and refers to in what context or in which location the product is offered. A premium product should be sold in a premium environment because the location of the sale will affect the consumers’ attitude towards the brand. The last P in the classical marketing mix is *promotion*. This refers to the advertising activities and other marketing measures such as personal sales or public relations that the company chose to use (*ibid.*).

This was a detailed explanation of transactional marketing. In the next section, the concept of relationship marketing will be presented.

### 2.3 Relationship Marketing

Relationship marketing is regarded as the opposite of transaction marketing, in the sense that both the buyer and the seller are active in the business exchange. Transactional marketing was for a long time the only “marketing truth” that existed in the academic world, but with new trends evolving in the business world, new marketing ideas have developed. One of these concepts is relationship marketing, which means that companies focus on building relationships with their customers. The relationships are usually long-term and are built on mutual trust and commitment. One important element of relationship marketing is promise. It is crucial for the company to, not only give promises, but to make sure to deliver upon these promises. A company that attracts customers by giving promises but then disappoints in keeping them will fail to maintain the relationship (Grönroos, 1997). The cost of attracting a new customer is about five times greater than the cost of retaining existing customers (Alexander & Colgate, 2000).
2.3.1 Promotion

Promotion is used in both transactional marketing and relationship marketing and is the part of marketing that most people associate with marketing. In other words, the promotion part of marketing is the most visible part.

Promotion used to be mainly about printing ads in newspapers and magazines and occasionally using some form of direct marketing or sales promotion. The different promotional activities were used for different meanings and objectives, handled by different types of promotional agencies. Companies then realized that it would be more effective to bring together the different communication techniques and make them focus on the same goal and also to get a clearer view of all the various promotion activities used by the company. This realization led to the process of Integrated Marketing Communications (IMC), which is all about coordinating the different marketing activities of a company, and by doing this, achieving maximum impact of the promotion (Belch & Belch, 2009). In a majority of the marketing used today, the interaction between the brand and the consumer is a key factor and IMC has been found, due to its flexibility and access to a large amount of different marketing tools, to strengthen this bond (Laurie & Mortimer, 2011). One key part of promotion is advertising. According to Levy and Gendel-Guterman (2012, p. 90):

Advertising is a strategy used by managers to design positive brand perception about their products through extrinsic cues that signal quality. Extrinsic cues are product-related attributes, such as brand name, packaging, advertising and price, which are not actual parts of the physical product.

These so-called extrinsic cues can also be how expensive and creative an advertising campaign is, and an expensive and creative advertising campaign makes the consumers perceive the brand as being of higher quality (Levy & Gendel-Guterman, 2012).

This was a short explanation of the term promotion; in the next part an extensive explanation of guerrilla marketing will be presented.

2.4 Guerrilla Marketing

In this section, the ideas behind the concept of Guerrilla marketing will be presented. The American, Jay Conrad Levinson coined the term Guerrilla marketing in the 1980s, meaning unconventional marketing that uses campaigns and/or strategies to make a significant promotional effect. Guerrilla marketing comes from military- and warfare-
related terminology. It means that this kind of marketing is much more aggressive than the traditional kind, and the marketers aim to affect the consumers’ emotions on a deeper level. In other words, the different marketing types are battling to conquer the consumers’ mind (Baltes & Leibing, 2008).

At the beginning, guerrilla marketing was very popular among small businesses because of the small budget investments, which provided big results. Today, larger companies also use the concept of guerrilla marketing. Guerrilla marketing tends to be very eye-catching and surprising for the customers. It makes the customers feel attraction to the company resulting in customers coming to the company, instead of the company constantly trying to get the customers’ attention (ibid.).

According to Baltes and Leibing (2008), there are seven tactical rules of warfare, which illustrate the principles on which guerrilla marketing relies.

The first tactical rule is that guerrilla marketing is concentrating the company’s resources (time, place and topic) to achieve temporary superiority (Baltes & Leibing, 2008). This means that a company should concentrate on doing, for example, one big promotional activity at the right location, which should be eye catching and create lots of attention, instead of doing several small marketing activities.

The second tactical rule is to sell the ideology along with the product, not the product alone (ibid., 2008, p.48). To sell the product along with the ideology is very important because guerrilla marketing is not trying to dominate the consumers’ attention just for the specific product. Guerrilla marketing wants to make the consumer become a part of the brand, not the brand becoming a part of the consumer.

The third tactical rule is to identify established patterns, analyze them and overcome these patterns (Baltes & Leibing, 2008). To explain the third rule is that every guerrilla marketing activity should be unique and not follow a pattern. Unique in this case means that a company should not use the same marketing style to promote two different products. For example, Nestlé builds a bench looking like the Kit Kat chocolate that they sell on the market; this makes Nestlé’s promotion unique. But if Marabou makes another bench looking like Marabou chocolate, it will not have the same surprising effect, as the promotion would not be unique.

The fourth tactical rule is that guerrilla marketing should search for synergies (ibid.). Synergies means collaborations between two or more influences that, together, create a
The fifth tactical rule is to try to outsmart any perception filters established in the target group (Baltes & Leibing, 2008). This means that the company must challenge the consumers’ preconceived notions by a surprising marketing activity and show them what the company stands for.

The sixth tactical rule is that you should not go the direct way; instead trying to find detours offering alternatives (ibid.). The consumer will become more attracted to the product if the company chooses to take the unexpected path, which sets it apart from all the other marketing messages that the message receivers are exposed to every day.

The seventh tactical rule is that while using guerrilla marketing, a company should be flexible and agile instead of building strongholds (Baltes & Leibing, 2008). Flexibility opens many doors to success and the marketing is seen in a different way. This will make the consumer pay attention to the specific marketing activity.

The following section of the thesis is a presentation and an explanation of important elements of guerrilla marketing, as well as the different guerrilla marketing techniques most frequently used. These are WoM, buzz marketing, viral marketing, ambient marketing and ambush marketing.

2.4.1 Word-of-Mouth (WoM)

Word-of-Mouth is one of the most important effects of guerrilla marketing. The idea of the marketing method is to use spectacular and unexpected marketing activities to make people start talking about the company or brand. WoM is when a customer becomes aware of a product that a company markets and then tells five to ten people about it. WoM is a very effective way for small businesses to make people aware of their company and products. After a customer experiences the product or service, he or she shares the experience with family and friends. The sharing of the experience increases the customer base and the sales of the company. To spread the information, the marketers have to think very carefully before they promote a product. It is important to think about the customer’s entire experience with the brand and how the company can build strong brand loyalty with the customer (Ferguson, 2008). As mentioned, WoM is one of the key effects of using guerrilla marketing and the next section will describe the concept of Buzz marketing, a move to accomplish the WoM effect.
2.4.2 Buzz marketing
When the concept buzz marketing first started it was just oral communication; nowadays the buzz is in all social media like Facebook, Twitter and MySpace that have been involved in creating buzz marketing. Buzz marketing has become a very effective way because individuals find it easier to trust friends and family than an ordinary promotion of a product (Dye, 2001). According to Henry (2003), the buzz requires a different way of thinking about the brands. To create buzz, companies use different tactics; one example to create buzz is by using celebrities in different promotions and marketing. Some places where the buzz can come from are public relations, event marketing, sports marketing and online marketing (Henry, 2003).

2.4.3 Viral marketing
Viral marketing creates a chain effect unlike WoM. Viral marketing is similar to WoM; the difference is that when a consumer becomes aware of the viral marketing activity, he or she tells five to ten people about it and then they tell another five to ten people, and so on. This chain is like a virus that spreads the information very fast. At the beginning it was only one person that was affected by the viral marketing but after a while there are hundreds of people that know about it, and the information spreads without requiring additional marketing activities. The secret of this kind of marketing is to reach out and touch the passion point of the customer that will spread the information to others (Ferguson, 2008; Caemmerer, 2009). Furthermore, Ferguson (2008) explains that consumers like to talk about brands and share good news with the people around them. This creates an attention to the brand and the product. Viral marketing has become the trend of the decade and is used by big and small companies. They use for example viral videos via YouTube, different web pages like MySpace and blogs to get people talking (Ferguson, 2008; Caemmerer, 2009).

The difference between WoM, buzz marketing and viral marketing is that WoM is a form of marketing that travels from consumer to consumer, like a rumour (Ferguson, 2008). For example, an employee, during the coffee break at work, mentions the new car he has seen and everyone starts to talk about it. Buzz is the actual activities that create publicity in different media, which in turn leads to people communicating about the brand or product. In other words, buzz marketing leads to WoM. Viral marketing is a way to encourage the users of a product or service to spread the message to family and friends. The spread of viral marketing becomes exponential, like a virus (Ferguson, 2008; Caemmerer, 2009).
2.4.4 Ambient marketing

Concord Advertising, a British advertising agency specializing in outdoor campaigns, first used ambient marketing in 1996. The clients were requiring something different for their campaigns, which made the agency come up with something new. The agency started to place the ads on unusual places like on the floors, petrol pump handles and on the back of toilet doors; this became the characteristic of ambient marketing (Luxton & Drummond, 2000). But the unusual places are not the only thing that defines ambient marketing. Ambient marketing also uses an unusual method of execution such as, for example, holography, role-plays and graffiti. According to Luxton and Drummond (2000, p. 735), the definition of ambient marketing is:

The placement of advertising in unusual and unexpected places (location) often with unconventional methods (execution) and being first or only ad execution to do so (temporal).

The key terms of Ambient marketing is newness, creativity and timing (Luxton et al., 2000).

2.4.5 Ambush marketing

To define ambush marketing it is important first to define the meaning of what commercial sponsorship is. A sponsorship is an investment, in cash or kind, in an event, person or idea (Mazodier, Quester & Chandon, 2009). The definition of ambush marketing is that a company acts as if they are sponsor to an event, but they are not. At the same time, they get the same benefit as if they are the official sponsors. In other words, the ambushers are avoiding the costs of a sponsor, but at the same time they want to mislead the customers to make them believe that the company is a sponsor (Mazodier et al., 2009). Ambush marketing is often used in bigger sport events because they can reach out to a big audience. Examples of events are The Olympic Games and World Cups of cricket and soccer and the Super Bowl. There are two types of ambush marketing. The first one is ambush marketing by association, which is the classical form; it seeks to create a connection between the company and the event. For example, if Red Bull wants to be associated with racecar sports, they will make themselves more visible at this type of events. The second is ambush marketing by intrusion. This type means that the company puts its trademarks in a visible spot that can be seen through the television camera (Scassa, 2011). To sum up, companies that use ambush marketing are seeking to create an impression that they are sponsors of an event (Scassa, 2011).
2.5 Effects of guerrilla marketing

There are both positive and negative effects of guerrilla marketing, which are important to have in mind when considering using this marketing technique.

2.5.1 Positive effects

The effect of guerrilla marketing is divided into three effects; these are the surprise effect, diffusion effect and low cost effect. These effects lead to the guerrilla effect. Figure 2.5.1 below shows how unconventional advertising campaigns create guerrilla effect. A guerrilla effect is when unconventional advertising creates a high level of attention at a relatively low cost. Low cost does not necessarily mean that the advertisement has to be cheap. The advertisement can cost a lot of money, but at the same time capture the interests of thousands of people. In the end, when the cost is divided between all these people, the cost per person that was reached is low (Hutter & Hoffmann, 2011).

![Guerrilla effect model](image)

Figure 2.5.1 Guerrilla effect model
(Based on: Hutter & Hoffmann, *The basic guerrilla effect*. p. 4, 2011)

The three main effects of guerrilla marketing are presented in Figure 2.5.1 and below is a more detailed explanation of them.

**Surprise effect:** To get the surprise effect, companies use ambient or sensation marketing. These kinds of guerrilla marketing instruments are placed in unusual locations and they are a type of classical outdoor marketing, for example, fly posting stickers and graffiti proofs. Ambient marketing is seen as a very fast growing market sector and due to the low cost, a company can reach a wide target group (*ibid.*).

**Diffusion effect:** The second instrument is the diffusion effect, which is a way to increase the number of individuals exposed to the advertising without increasing the costs of campaigns. Guerrilla marketing triggers surprise, which means, if a recipient is very surprised, he or she is very happy to tell friends and family about the experience. This starts the diffusion effect, or in other words WoM. The instruments that try to stimulate the diffusion effect are viral marketing, buzz marketing and guerrilla PR (Hutter & Hoffmann, 2011).
Low cost effect: The last instrument is the low cost effect. The instrument that is keeping the marketing budget on a low level is ambush marketing. Ambush marketing is when a company or a brand is visible at events, for example, sporting events, but does not pay for it (ibid.).

2.5.2 Negative effects

In some cases the marketers do not consider the negative side effects that can occur while using guerrilla marketing, and this may lead to ethical problems. Using guerrilla marketing draws a lot of attention, and it is often created to affect the emotions of the consumers. Therefore, emotions in guerrilla marketing campaigns are important. The marketers have three purposes to arouse emotions, according to Ay, Aytekin and Nardali (2010, p. 283):

- The first purpose is that using emotions is an important benefit derived from a product or brand. The second purpose is that the emotions may help to communicate the benefits of a product or a brand. And the third purpose is that emotions can directly affect attitudes.

There are different factors that can create irritation, which in turn can lead to negative attitudes towards the brand, as well as ethical problems. The negative effect, which can arise, is irritation caused by fear appeal; this can lead to unwanted reactions from consumers. Some guerrilla marketing which uses fear appeal in campaigns can make the consumers feel angry, disturbed, fearful or sad. This kind of marketing campaigns can create emotions that are worse than dislike towards the brand. Besides the irritation that can occur, there is some danger in using guerrilla marketing. An example is when campaign ads were placed in the middle of the road. This distracted the drivers, and could cause traffic accidents (Ay et al. 2010). This part of the thesis described the negative effects of guerrilla marketing, and it is very important for the marketers to plan the campaign carefully to prevent any negative effects. Next part describes what to have in mind when designing the marketing message. Moreover, a presentation of the message design determinants, studied in this thesis, will be provided.

2.6 Message design

When designing the marketing message, a company needs to decide what the message should contain (message content), as well as how it should be spread (message format and structure). This study focuses on the content of the message and the message
format, only briefly explaining the message structure. One model to use when designing the message is the AIDA model (Kotler et al., 2008).

![AIDA model](image)

Figure 2.6 AIDA model
*(Based on: Belch & Belch, Models of the Response Process, p. 156, 2009)*

AIDA stands for *attention, interest, desire* and *action* and shows the assets a good message should contain. It should be able to get the customers’ attention, to make them interested in the product or service, to make them want it and to eventually make them purchase it (Kotler et al., 2008).

The *message structure* deals with three issues: whether or not to draw a conclusion or to leave it for the audience to do, whether to introduce the strongest arguments first or last, and to decide whether to use a one- or two-sided argument. A one-sided argument only highlights the strengths of the product or service, whereas a two-sided argument highlights weaknesses as well as strengths (Albers-Miller & Stafford, 1999).

How a *message format* is designed is greatly affected by in which media it is to be transmitted. When using printed ads, the communicator needs to be careful when choosing the font, the headings and so forth. But if the message is to be transmitted through television, it is important to be aware of the body language of the presenter, as well as which words are chosen (Kotler et al., 2008). Another very important factor to consider is the use of color. Different colors represent different emotions and provoke different responses. To make it more complex, different colors are perceived differently depending on age, gender and culture (Kotler et al., 2008). For example, in many western countries, the color white stands for purity and cleanliness, whereas in some Asian countries it is associated with grief (Hollensen, 2011).

When designing the *message content*, there are two different appeals to use in order to create different responses from the customers. These are rational appeals and emotional appeals. *Rational appeals* are used when the customer is believed to make rational decisions about a product or service, and this type of appeal often uses product attributes to persuade the customer to buy (Albers-Miller & Stafford, 1999). Examples of rational appeals are messages that show the quality, performance, value or economy.
of a product or service (Kotler et al., 2008). Emotional appeals are, for example, used to make the customer feel good when using the product. This is achieved by creating a friendly or likeable brand (Albers-Miller & Stafford, 1999). According to Kotler et al. (2008), emotional appeals do not only want to make the customer feel good about a product, they can also be used to provoke negative emotions that might persuade the customer to make a purchase. Examples of emotional appeals are happiness, humor, fear and guilt.

According to Albers-Miller and Stafford (2009), several studies have found that advertising that uses rational appeals creates higher intentions to purchase, as well as being perceived as more trustworthy by the customer. In contrast to this, other studies have found that messages using an emotional appeal result in more positive reactions and make the message easier to remember. Furthermore, Albers-Miller and Stafford (2009) stress the importance of matching the appeal with the product type. A rational (utilitarian) appeal should be used when marketing a utilitarian product.

Since the focus of guerrilla marketing lies in evoking emotions in the receiver of the message, this thesis focuses on the emotional appeals mentioned above. The determinants chosen to study are credibility and creativity, since both of these largely affect whether a campaign will be successful or not. The background of these determinants, as well as the reasons for choosing them, will be presented in the following subsections.

### 2.6.1 Credibility
Credibility refers to how truthful and dependable the information in an advertisement is perceived to be. It is considered to be one of the most important features an ad or a brand can have (Spry, Pappu & Cornwell, 2011). According to Cottea, Coulterb and Moorec (2005), if consumers perceive an ad as being credible, it is more likely that they form a positive attitude towards the ad. Furthermore, a positive attitude towards the ad will lead to a positive attitude towards the brand. Erdem et al. define brand credibility as (qtd. in Spry et al., 2011, p. 885):

> [...] the believability of the product position information contained in a brand, which depends on the willingness and ability of firms to deliver what they promise.

This means that the individual ad does not only determine the credibility of that specific marketing campaign, but it might affect the credibility of the entire brand. Credible brands may also increase the consumer’s perception of the quality attached to the brand.
This, in turn adds consumer value to the brand (ibid.).

2.6.2 Creativity

A creative advertising strategy that is well executed might be the crucial success factor when selling a product or service. On the contrary, a poor advertising campaign that is badly executed can be of great liability to the company (Belch & Belch, 2009). A danger for companies is if they become too focused on being creative in their advertising, and therefore neglecting to have their consumers in mind when creating the campaigns (Rotfeld, 2002). However, the importance of a creative strategy is not to be overlooked. The difficulty is to find a balance between creative advertising and effective advertising (Belch & Belch, 2009).

According to Belch and Belch (2009, p. 255):

Advertising creativity is the ability to generate fresh, unique and appropriate ideas that can be used as solutions to communication problems.

By appropriate, they mean that the creative advertising must also be relevant to the target market. Thus, it is not enough to design a creative ad; it must be communicating the right message to the target audience (Belch & Belch, 2009).

Studies have shown that creative advertisements are easier for the consumer to recall and also create a more positive attitude towards the brand, as well as purchase intent. The reason is that creative ads create more attention and this increased attention results in increased recognition (Baack, Wilson & Till, 2008).

This section provided explanations of the two determinants that will be explored in this thesis. Furthermore, the concept of WoM, which will also be studied, was explained in section 2.4.1.

2.7 Consumer behavior

Since the purpose of this thesis is to study how the use of guerrilla marketing techniques affects consumers’ brand attitude, brand image and purchase intention, this part of the thesis briefly explains the theories behind these elements.

2.7.1 Brand attitude

Brand attitude is a consistent evaluation that an individual has of a brand. It depends on the perception the consumer has regarding the brand and greatly affects the behavior the consumer shows towards the brand. This is supported by several studies that show a
positive relationship between brand attitude and brand loyalty (Liu, Li, Mizerski & Soh, 2012). Other studies have shown that a strong attitude towards a brand affects brand consideration, purchase intention and brand choice, all key factors from a company’s point of view to acquire and maintain customers (Park, MacInnis, Priester, Eisingerich & Iacobucci, 2010).

The reactions to and opinions of an advertising campaign may transfer into becoming an opinion of the entire brand. A campaign perceived as cheap may therefore create the opinion that the entire brand is cheap (Praxmarer & Gierl, 2009). Brand attitude is one of the key antecedents in consumer behavior, meaning that it plays a large role in how consumers will behave towards the brand, either by purchasing the brand or avoiding it (Park et al., 2010).

2.7.2 Brand image
Brand image is the perceptions consumers associate with a specific brand. This image might be based on rational or emotional perceptions, meaning that consumers can have a perception of a brand as being practical and of high quality as well as the perception that the brand is adding some kind of status to the consumers using it (Koubaa, 2008).

The brand itself is often separated from the products bearing the brand since the product is a physical item whereas the brand is intangible, and with no physical assets. Yet it is, according to Meenaghan “just as real as the product…. and exists in the imagination of the consumer” (1995, p. 24). The brand image largely depends on the quality and benefits of the product, and how well the product satisfies the consumers’ needs. Due to the fact that there often is a very small difference in features between similar products, the importance of other brand image properties weighs more heavily. Advertising is one important method to distinguish your product from similar, competing products (Meenaghan, 1995).

2.7.3 Purchase intention
Purchase intention is a much-discussed subject in the marketing literature, mainly because it gives companies a hint as to what consumers want and also helps with decisions about what quantities to produce. Factors influencing the intention to purchase are for example perceived risk by purchasing, consumer knowledge of the product or brand and how satisfied the consumer has been with previously bought products (Tuu & Olsen, 2012). Moreover, according to Levy and Gendel-Guterman (2012, p. 90):

Theory and empirical research on consumers’ affective response
behavior clearly indicates that positive thoughts concerning advertising can affect attitudes towards a product or brand, and eventually influence the consumer’s willingness to purchase that product or brand.

It is assumed that consumers do not respond to the ad itself, but their behavior is based upon their attitudes, beliefs and emotions, and they respond according to these (Levy & Gendel-Guterman, 2012). Therefore, it is extremely important for a company to be aware of the consumers’ attitude towards the brand, as well as how these attitudes can be strengthened (Park et al., 2010).

2.8 Summary of the theoretical framework

This last section of the literature review is a summary of the theories presented and a presentation of the model we have developed (Figure 2.8). The model is based upon Hutter and Hoffmann’s model “Framework for research on guerrilla effects from a consumer perspective”, but it has been altered to fit this thesis. The purpose of the model is to summarize the theoretical framework and to clarify how the different parts are connected.

The literature review started with a presentation of marketing and communication, followed by a deeper explanation of the different marketing types, transactional marketing and relationship marketing. This was done to build a foundation for the following parts. The focus of the thesis is the explanation and clarification of the guerrilla marketing part. In this part, several different guerrilla marketing tactics were presented, and they are shown in section A of the model below (see Figure 2.8). The different guerrilla marketing tactics are typically developed and executed to arouse emotions, since an important focus of guerrilla marketing is to use emotional appeal to affect the consumer on a deeper level (Albers-Miller & Stafford, 1999; Baltes & Leibing, 2008).

Section B of the model has been added to the model to fit the purpose of this thesis, and concerns the designing of the message. The company decides if rational or emotional appeal should be used and, as mentioned, companies that use guerrilla marketing focus on using emotional appeal (Albers-Miller & Stafford, 1999). The two elements, here referred to as determinants, that are studied in this thesis are creativity and credibility. Creativity is a determinant associated with guerrilla marketing since creativity often results in the previously mentioned surprise effect connected to guerrilla marketing (Belch & Belch, 2009; Baack et al., 2008). The second determinant, credibility, has
been included since one problem with using guerrilla marketing tactics might be that the credibility of the campaign is perceived as low. This has been a subject debated in previous studies (Spry et al., 2011; Cottea et al., 2005).

The use of the different message design determinants will result in some kind of effect and the three basic effects of guerrilla marketing are presented in section C of the model, see Figure 2.8. These effects are surprise effect, diffusion effect and low cost effect. The basic effect of guerrilla marketing is presented in the lower most box in section C and is high attention at a relatively low cost (Hutter & Hoffmann, 2011). The effects of using guerrilla marketing are not exclusively positive, as shown in section X of the model, see Figure 2.8. The most common negative effect of guerrilla marketing is irritation from the message receiver, which may lead to a dislike of the marketing campaign, as well as dislike for the entire brand (Ay et al., 2010).

The use of guerrilla marketing tactics is believed to have an effect on consumer behavior (Liu et al., 2012; Park et al., 2010; Koubaa, 2008). The parts of consumer behavior that we are studying are the consumer’s brand attitude, the perception the consumer has of brand image, and the purchase intention the consumer has after being exposed to a guerrilla marketing campaign, see section D in Figure 2.8. The effect on brand attitude is studied, since the opinion and perception of an ad campaign may transfer into the opinion of the entire brand (Praxmarer & Gierl, 2009). The effect on brand image is important, since the advertising used to strengthen the brand image might be what distinguishes two equivalent products, making the consumer choose the one with the stronger brand image (Meenaghan, 1995). Lastly, the effect on purchase intention is studied because in the end, the most important thing for a company is that consumers actually choose to buy their products instead of a competitor’s products. The consumers’ purchase intention is often based on attitudes and beliefs, and these can be highly affected by the advertising used by the company (Levy & Gendel-Guterman, 2012; Park et al., 2010).
2.8.1 Research Model

The research model developed for this study is partly based on the Guerrilla model, see Figure 2.8, but is constructed to more clearly show how the effects should be tested.

The interviewees will be exposed to guerrilla marketing campaigns and traditional marketing campaigns. It is virtually impossible to draw a clear line between a guerrilla
marketing campaign and a traditional marketing campaign, but the campaigns chosen will be very different from each other, and to what type they belong will appear clear.

According to our knowledge, no scientific article deals with the subject of how to clearly define which advertisement is a guerrilla marketing ad and which is a traditional marketing ad. Since it is so difficult to draw a sharp line between the two marketing types, we have been forced, to some extent, to define this ourselves. The guerrilla campaigns we have chosen are, as are most guerrilla marketing campaigns, physical in some way. They are also interactive: something is happening in the campaign to make the receiver react. It could be the fact that the campaigns are in 3D or simply that they demand the participation of the receiver.

The pictures we have chosen to use in our study have been selected based on having been found on webpages that are dealing with the subject of guerrilla marketing. Below, some examples of the pictures used in the study are presented, to clarify the difference between what we consider traditional marketing and guerrilla marketing.

As mentioned earlier, guerrilla marketing campaigns are often physical and in 3D, as seen clearly in the example in Picture 1. The guerrilla marketing campaign was retrieved from a webpage about guerrilla marketing and it is a campaign promoting free coffee from McDonald’s. The ‘coffee pot’ is actually a lightpost. The traditional marketing campaign is a billboard campaign for McDonald’s French fries.
These marketing campaigns promoting Kit Kat chocolate bar are also very different. The traditional campaign is a regular billboard campaign, and the guerrilla campaign is a bench painted to look like a Kit Kat bar. As with the McDonald’s campaign, this guerrilla campaign is more physical, or ‘ambient’ than the traditional billboard campaign.

After being exposed to the pictures, the interviewees will be asked questions regarding the determinants presented previously, and shown in the middle box of Figure 2.8.1. The determinants, credibility and creativity, will be the focus of the seminar discussion. We want to know if a guerrilla marketing campaign is regarded as more or less creative and credible than a traditional marketing campaign. The determinants are taken from the theories of what is regarded as important in a marketing message and if absent, what may cause problems for the company. From the answers collected, some effect on the three different consumer behavior variables will expectantly be revealed.

Questions regarding WoM will also be asked because this concept is one of the key positive effects of guerrilla marketing. The success of a guerrilla marketing campaign is to a great extent dependent on whether the message is spread to a larger crowd. WoM is placed in the same section of the model as the other effects of guerrilla marketing, but it has no direct connection to the other effects. It should be seen as an additional effect, separated from the others, but still important to the thesis.
Figure 2.8.1 Research Model
(Developed by Sandra Belić & Emelie Jönsson, 2012)
3. Empirical Method

This part of the thesis presents the empirical method. The research philosophy, research approach and choice of theory are presented. Moreover, the research design and research strategy are described. The chosen time horizon is presented, as well as how the data is collected. Furthermore, the sample selection and the operationalization are presented. The chapter ends with a discussion of reliability, validity and generalizability.

3.1 Research philosophy

This section begins with a brief explanation of the different research philosophies available and ends with a presentation of the research philosophy chosen for this study.

According to Saunders, Lewis and Thornhill (2009), the research philosophy a researcher chooses to apply, says a lot about how he or she perceives the world. It should also fit well with the research question that should be answered. Saunders et al. (2009) focus on three different research philosophies to use when conducting research. These are positivism, realism and interpretivism. Positivistic research is based upon facts and disregards, as much as possible, feelings and values of the researcher. It is based upon a scientific approach as to how knowledge is developed. Furthermore, when applying this philosophy, the researcher tends to use a highly structured methodology in order to produce quantifiable results that are easy to replicate. Realism rests on the belief that what our senses perceive as reality is true. Similarly to positivism, this research philosophy is based upon the scientific approach. Realism can be divided into two different forms, direct realism and critical realism. Direct realism simply means that what our senses perceive is the accurate image of the world, whereas critical realism claims that this perception of the world is merely our images of the real world and not the actual world. The supporters of this philosophy usually note that our senses often deceive us and, therefore, should not be the foundation of truth. Interpretivistic researchers, however, think that this scientific view of the world is far too limited. This research philosophy emphasizes that humans play social roles every day. They interpret the roles and act them out according to these interpretations and the meanings they give to these roles. The researcher has to be empathetic in trying to understand the world from the research subjects’ point of view (Saunders et al., 2009).
Since the focus of this thesis lies on behavior and attitude, and trying to understand how humans react to certain stimuli, we feel that the most suitable philosophy to use is the realistic philosophy, and more specifically, the critical realistic. The thesis is based upon well-grounded academic research theories that later on will be tested in our empirical study. However, the study will to some extent be affected by our own values, since we have to evaluate and select the marketing campaigns that will be presented to the participants of the study. The interest of the subject lies in the complexity of human behavior and from the result, it would be difficult to create the “law-like generalizations”, associated with the positivistic philosophy, as Saunders et al., (2009, p. 113) refers to. Furthermore, the interpretivist philosophy does not fit with the purpose because it focuses more on the human factor than the items studied (ibid.). Since the aim of our thesis is not to focus on the human factor we choose not to use the interpretivist philosophy.

3.2 Research approach

Saunders et al. (2009) mentions two different research approaches, the deductive and the inductive approach.

The deductive approach is often associated with scientific research and means that a theory is developed from previous research and this theory is then thoroughly tested. This approach often includes the use of hypotheses, and the explanation of causal relationships between different variables is important. Studies using the deductive approach tend to have a very well structured methodology in order to make sure that the results are replicable. The data collected for the studies are also most likely quantitative. According to Saunders et al. (2009), another important characteristic of the deductive approach is that it should be possible to make statistical generalizations from the results.

The inductive approach is more concerned with building theory, instead of testing theory. The execution of an inductive study often begins with the researcher collecting the data without having studied previous theories in the field. However, a deep understanding of the subject is necessary in order to use this approach. When the data is collected, the researcher’s job is to analyze it and to build theories from it. This research approach developed because social science researchers found the deductive approach to be far too rigid in only focusing on the cause-effect link between variables. The
complexity in the study of humans makes the inductive approach more suitable for that kind of study. The inductive approach often uses qualitative data as empirics (ibid.).

Since this thesis deals with a complex subject, consumer behavior, it is not suitable to use the deductive approach. This highly scientific research approach is far too rigid to use for such a subject. The purpose of this thesis is not to find a clear relationship between different variables, but to understand the way the research subjects think and act.

The inductive approach is not very suitable either, because the method of collecting data before studying the theories connected to the subject requires the researcher to have a lot of knowledge in the subject field beforehand, as well as research experience.

However, Dew (2007) mentions a third research approach, named abduction. This research approach is defined by Dew (2007) as: “working from a limited set of data or evidence to come up with the best possible explanation” (2007, p. 38). Further, he refers to abduction as making guesses about what is the best way to explain unexpected facts (ibid.). Abduction has three characteristics: plausibility, defeasibility and presumption. Plausibility means that something might be true, based on available hypotheses. Defeasibility means that the hypothesis might be replaced if new information arises. Finally, presumption means that future decision-making can be based on the initial hypothesis (Dew, 2007). Abduction is a way to move on in the research process; we create a hypothesis that may or may not be accurate, but in order to continue with the research, it is believed to be true initially. This may change later on when the research process has progressed (ibid.).

This thesis concerns a subject that has been previously researched, that involves the complexity of the human mind. As we had no extensive knowledge in the subject before the beginning of the writing process, abduction has been chosen as the most suitable research approach for this thesis.

3.3 Choice of theory

The thesis begins with a general review of marketing, where the history and a description of the subject are presented, to give a background and a foundation to the subject. It then continues with deeper explanations of the two different marketing types
studied in the thesis, namely, transactional marketing and relationship marketing. This is done to explain the differences between them and what characterizes them.

Since guerrilla marketing falls under the promotion segment of marketing, a brief presentation of promotion is provided. This is followed by an extensive presentation and explanation of the concept of guerrilla marketing. The history of the subject, different guerrilla techniques and effects of the marketing concept are provided.

The thesis continues with a presentation of theories concerning the message design, as well as the characteristics of guerrilla marketing techniques chosen to be the indicators in this study.

The final part of the theoretical framework presents some theories of consumer behavior, since we are studying the impact of guerrilla marketing on three different consumer behavior aspects, namely, brand attitude, brand image and purchase intention.

3.4 Research design and strategy

In this part of the thesis, an explanation of the different research designs and strategies that can be used when conducting research will be provided. Furthermore, the design and strategy chosen for this study will be presented.

3.4.1 Research design

According to Saunders et al., (2009), there are three different ways to describe the research method. These are exploratory, descriptive and explanatory. The way the research question is asked determines what type of study it results in.

The purpose of an exploratory study is to seek new insights into a problem. This is suitable if the researcher wants to better understand a problem. This type of study is often based on a search of the literature, the interviewing of experts in the subject or interviewing focus groups. The descriptive method requires the researcher to have a clear understanding of the subject before collecting the data, since the purpose is to give an accurate picture of the studied subject. The last method is explanatory and it is often used to explain a causal relationship between variables (Saunders et al., 2009).

The method chosen for this thesis is the exploratory method, since the purpose is to explore if the use of guerrilla marketing campaigns will affect consumer behavior. This
thesis attempts to seek new insights into the subject of how guerrilla marketing may affect consumer behavior and, therefore, the exploratory method is the most suitable.

### 3.4.2 Research strategy

Saunders et al. (2009) mentions seven different research strategies that can be used when conducting a study. These are: experiment, survey, case study, action research, grounded theory, ethnography and archival research. The strategy chosen for this study is experiment.

An experimental study is suitable when the research design is exploratory and the aim of the study is to answer a ‘how’ or ‘why’ question. In a classic experiment, the participants are divided into two groups, one experimental group and one control group (ibid.).

### 3.5 Time horizon

When conducting research, you can choose to look at the problem at one particular time, ‘snapshot’ time horizon, or over a period of time, ‘diary’ time horizon. The snapshot time horizon is called a *cross-sectional* time horizon, while the diary perspective is known as a *longitudinal* time horizon. Both of these are applicable no matter which research method or strategy the study uses (Saunders *et al.*, 2009).

For this study, the cross-sectional time horizon is chosen since the experiment conducted will show only what the respondents think at that moment and not over a period of time. This time horizon is suitable for the thesis since we have limited time to conduct the study.

### 3.6 Information collection

According to Saunders *et al.* (2009), there are two types of information, or data collection that can be used in a study. These are *primary* and *secondary* data. Secondary data is data that has been collected for another purpose, and primary data is new data that is collected for this purpose.

The data used in this study is primary, obtained during an experiment and in-depth interviews with the participants. The collection of new data is important in order to get a deeper insight into the problem, and it is also in line with the research question.
3.7 Participant selection
There are two ways to choose a method for participant selection. One is to test the entire population, known as a census. However, this is very difficult and requires a large budget and a lot of time. The other way is to use a sample, which is a group of participants chosen from the population to take part in a study (Malhotra & Birks, 2007). When choosing the sample for studies there are different techniques to use. *Probability sampling* is when everyone in the population has an equal chance to be selected to participate and *non-probability sample* is when the participants are selected by the researcher to take part in the study. Different types of non-probability sampling are convenience sampling and judgmental sampling. Convenience sampling is for example when the researcher selects students for a study, which is what we intend to do. The basis for selecting is that the participants happen to be in the right place at the right time. This sample selection technique is inexpensive and quick (*ibid.*). Furthermore, Ross and Harradine (2010) state that this sample selection is appropriate to use when the study is exploratory and qualitative. However, it is not appropriate to make broad generalizations from the results of a study conducted on a small convenience sample (Ross & Harradine, 2010).

The sample selected for this study was a non-probability group of ten students from different educational programs, all attending Kristianstad University in the spring of 2012. The reason for selecting participants from different educational programs was that we wanted to have some participants with experience of marketing as an academic course, and some who have no previous education in marketing. We assumed that marketing students might be affected differently because of the education they have. Furthermore, the aim was to have participants from the age of twenty up to the age of thirty, to get a more nuanced view of the subject. Since the aim was to get a deeper insight into how consumers’ behavior is affected by the use of guerrilla marketing, there was no need to generalize the findings and therefore, this sample selection was appropriate for this study.

3.8 Operationalization
This part of the thesis will explain how the study was operationalized. The experiment will be presented, as well as the questions selected for the focus group.
3.8.1 Experiment

This study was conducted through an experiment. There are different kinds of experiment designs such as pre-experimental, true experimental and quasi-experimental. The differences between these are largely how true to the actual tested situation they are, and if the test units are random or not (Malhotra & Birks, 2007; Saunders et al., 2009).

The type used for this study is a form of pre-experimental design, called *one-group pretest-posttest design*. This form of experiment involves one testing before exposing the group to the so-called treatment and one testing after the treatment to establish if there was an effect of the treatment (Malhotra & Birks, 2007; Burns & Bush, 2000).

The experiment was estimated to take 50-60 minutes to conduct and the total number of questions to be answered was 15. Both of us attended the experiment, but assumed different roles. One of us took the main role as a moderator, while the other had a more monitoring role. The monitor filled in if the moderator missed or forgot something important, and she also kept track of the time. The experiment was documented using a video recorder.

In this study we used six different well-known brands, McDonald’s, Coca Cola, Lipton, Mini Cooper and Kit Kat, and showed the participants one brand at a time. We started the experiment by showing the logo of the first company, for example McDonald’s, and asked some questions regarding what kind of emotions and thoughts they had about the brand. Then we showed a picture of a traditional marketing campaign and asked the participants how creative and credible this campaign was. After the participants answered the questions regarding the traditional campaign we showed a picture of a guerrilla campaign from the same company. The interviewers also, apart from questions about brand attitude, brand image and purchase intention, answered questions regarding WoM. The participants were next presented with the second brand, for example Coca Cola, by showing the logo first, then a picture of a traditional marketing campaign and lastly a picture of a guerrilla campaign. And between every picture they were again asked about the creativity and credibility of the advertising campaign, as well as their attitude towards the brand, their perception of brand image and their purchase intention towards the brand. Furthermore, the concept of WoM was discussed, since this is an important effect of guerrilla marketing.
The participants were then free to discuss the different marketing campaigns, their pros and cons and potential negative thoughts about them. This concluding discussion was believed to be informative and to give a deeper insight into the subject.

Some of the questions selected originated from theories found, but regarding some questions; no theory was found that was suitable to this study. Therefore, several of the questions were created specifically for this study.

The setup of the experiment is presented in figure 3.5.1, to clarify the execution of the process.

![Experimental Setup Model](Developed by Sandra Belić & Emelie Jönsson, 2012)

The interview guide can be found in appendix 2, where the questions are presented in both English and Swedish, since the experiment was conducted using Swedish.

### 3.8.2 Interview questions

The focus group seminar started with preparatory questions that were asked to measure brand attitude, brand image and purchase intention, before exposure to pictures. The three initial questions were to determine brand attitude. Questions four and five were asked to determine brand image.
1. **What emotions does this brand evoke in you?**
This question was asked to get a sense as to what first comes to mind when the participants are exposed to the brand. The answers gave a clear picture of what attitude the respondents have towards the brand.

2. **Do you like or dislike the brand?**
This question was asked to determine if the brand triggers a positive emotion in the consumer, since a positive emotion increases the possibility that the consumer actually uses the brand (Wu & Wang, 2011).

3. **Do you trust the brand?**
This question was important to ask in order to see if the credibility of the advertisements shown later would affect the respondents’ thoughts on brand credibility. According to Prendergast, Liu and Poon (2009), brand credibility has a positive effect on brand attitude, which in turn has a positive effect on purchase intention.

4. **What characteristics do you associate the brand with?**
Potential answers might be high quality, tasty, popular, and so on. The question was asked because brand association is one way to determine the image of the brand the respondents have.

5. **How often do you buy/use this brand?**
This question was asked in order to be able to assess later if or how the purchase intention has changed.

The respondents were presented with a picture of an actual traditional advertising campaign, followed by questions regarding creativity, credibility, purchase intention and WoM:

6. **Do you perceive this ad as being innovative? Why?/Why not?**

7. **Do you perceive this ad as being memorable? Why/Why not?**
These two questions were asked to determine the perceived creativity of the ads, and created based on the theories of Granot (2011), that creative ads should be novel, innovative and memorable.

8. **Do you perceive this message as being believable? Why/Why not?**
This question was asked in order to find out if the respondents think that the message in the ad is credible.
9. *If you were in the market for such a product, would you buy this brand?*  
This question was borrowed from Dahlén, Granlund and Grenros (2009) and it was supposed to answer the question of purchase intention.

10. *How many persons would you tell about this campaign?*  
In addition to question nine, this question was also borrowed from Dahlén *et al.* (2009), and it was supposed to answer the question of WoM.

The respondents are presented with a picture of an actual guerrilla advertising campaign. Thereafter, questions six through ten were asked one additional time, based on the guerrilla marketing pictures. This means that the respondents answered a total of 15 questions.

The aim of this study is to explore how the use of guerrilla marketing campaigns affect consumer behavior in terms of brand attitude, brand image and purchase intention. Therefore, it is important to understand not only what the respondents think, but also why. To summarize, this is an exploratory study that is based on qualitative data.

### 3.9 Reliability

The reliability of a study refers to whether the results would be consistent if the measurement were to be repeated (Malhotra & Birks, 2007). When exploring factors such as purchase intention or brand attitude, it is very hard to guarantee reliability, due to the fact that these factors are easily changeable. If a new product is introduced to the market, if a friend recommends a different product or if the respondent is exposed to a disliked commercial, the three factors may easily change (Edris & Meidan, 1990). Furthermore, the study explores the opinions and feelings of a very small sample, and a different collection of respondents could result in completely different results. According to Ihantola and Kihn (2011), elements that may affect the reliability of a study are the quality of interview questions, failure to record or take notes, as well as interpreting the answers wrong, drawing false linkages to the theory.

To ensure some level of reliability in the study, a lot of effort has been put into the formulation of the interview questions and the focus group interview has been thoroughly documented, using a video recorder. Furthermore, the interpretation of the answers is, as much as possible, free from preconceptions and personal opinions of the researchers.
3.10 Validity
The validity of a study can be divided into internal and external validity. Internal validity refers to whether the treatment used in the study actually is what affected the dependent variables, in this case that it was the guerrilla marketing campaigns that affected the change in brand attitude, brand image and purchase intention. External validity refers to whether the results found in the study can be generalized to a larger population. The effect on the dependent variables can also occur due to extraneous variables. Examples of extraneous variables are history, testing effects and instrumentation (Malhotra & Birks, 2007; Saunders et al., 2009).

When conducting a one-group pretest-posttest experiment, the validity is questionable since the extraneous variables are generally uncontrolled. Both history and testing effects may affect the result and the findings are hard to generalize to a larger population (Malhotra & Birks, 2007; Burns & Bush, 2000).

3.11 Generalizability
Generalizability refers to whether the result of a study can be applied to a larger population outside of the study (Malhotra & Birks, 2007).

Since this study uses a non-probability sampling, the sample is not representative of a larger population, and the results are therefore not appropriate to make broader generalizations from. As mentioned earlier, as the aim is to get a deeper insight into how consumers’ behavior is affected by the use of guerrilla marketing, there is no need to generalize onto a larger population.
4. Empirical analysis

This section of the thesis presents the results from the conducted experiment. Furthermore, an analysis of the results will be provided. The chapter ends with a summary of the analysis.

4.1 Summary of the results

In the following section, a summary of the focus group seminar is presented. The pictures that were presented to the respondents can be found in appendix 1. The interview guide can be found in appendix 2. Furthermore, a complete transcript of the seminar can be found in appendix 3.

The results are presented by following the same structure as when the experiment was conducted. This means, one company at a time, and in the order of creativity, credibility, brand attitude, brand image, purchase intention and WoM. All of the questions that were asked connect to different parts of our research model (Figure 2.8.1).

4.1.1 McDonald’s

The opinions about the creativity of McDonald’s traditional marketing campaign (Picture 1) were widely varied. Some of the participants felt that it was creative with the French fries because it was true, and some did not because it was nothing special about it. There was no wow-effect when we presented the traditional marketing campaign. However, when we showed the participants the guerrilla marketing campaign of McDonald’s (Picture 2), they looked surprised. They definitely thought that this campaign was innovative, because it was unusual, original and exciting. The majority said that the campaign is cool and much more appealing than using a regular billboard to promote coffee. This captured the participants’ interest and made the creativity of the guerrilla campaign much higher than the traditional one.

The participants felt that the traditional campaign showed credibility because it was true that you eat the French fries very fast. However, some participants felt that McDonald’s forgot the part about all the oil used in cooking the French fries, which can be misleading. In conclusion, there was no difference in the respondents’ opinion of credibility between the traditional and guerrilla marketing campaign.
Some of the participants had a positive brand attitude and some did not. Some had a love-hate feeling about the McDonald’s brand because they liked the taste, but they know that it is unhealthy for your body. Furthermore, McDonald’s was characterized by its fast delivery and availability all over the world.

The brand image of McDonald’s was negative even if the company is very strong. The negative image was as mentioned before, because of the unhealthy fast food with lots of calories.

Regarding purchase intention, at the end of the preparatory questions the participants answered the question on how often they buy from this brand. The answers were everything from once a week up to twice per quarter. After seeing the traditional campaign the participants would not increase their purchase intention at McDonald’s. When seeing the guerrilla campaign one of the participants said that this campaign might make him buy coffee at McDonald’s, even if he does not drink coffee. Some participants did not believe that they would buy more coffee at McDonald’s after seeing the guerrilla campaign.

When it comes to WoM, after seeing the traditional marketing campaign of McDonald’s the participants would not spread the message to other people because it is not funny or interesting. After seeing the guerrilla campaign some of the participants said that they would not mention it to anyone. But one participant said that he would take a picture of it and post it on Facebook, and several agreed that they would probably do the same.

4.1.2 Coca Cola

When we presented the traditional campaign of Coca Cola (Picture 3), the participants thought it was boring and just like every other advertisement, so it did not show any creativity. There was just one participant who thought that the advertisement was funny to some extent. When the participants looked at the guerrilla marketing campaign, (Picture 4) they definitely said that it is creative and really attracts your attention. The reason is that you usually do not see an enormous Coca Cola bottle on a building.

The traditional campaign shows credibility because Coca Cola really is everywhere, even in the desert as one participant mentioned. When the participants saw the guerrilla campaign the participants sees the message as credible because the company makes the product more physical; you can almost touch the product.
The *brand attitude* was very positive because the majority of the participants associated Coca Cola with a hot summer day, pleasure and a good taste. Only two participants associated the brand with being addictive and unhealthy. The *brand image* was positive since the participants associated the brand with positive events. However, everybody agreed that they do not trust the brand because it is a large corporation.

The *purchase intention* of the participants was very varied. When asked how often they buy this brand, the answers were everything from several times a week, to twice in a period of six months. When the question if the participant would buy this brand if they were in the market for such a product was asked, the answer was immediately yes. After seeing the guerrilla campaign of Coca Cola, some of the participants said that they had gotten an instant desire for Coca Cola, and would immediately go and purchase a bottle.

Asked if they would tell someone else about the traditional campaign (*WoM*) the answer was no, because it was boring. After exposure to the guerrilla campaign the participants said that they would have told several persons about this campaign and they would also take a picture of it and post it on Facebook. Using Facebook leads to even more people being reached.

### 4.1.3 Lipton
Concerning the *creativity* of the Lipton campaigns, the participants felt that the traditional marketing campaign of Lipton (Picture 5) was unclear because they did not understand the billboard. Several participants thought that there was no connection at all between the campaign and the brand. They felt that the message of the campaign is very far-fetched and that there is more focus on her eyes than on the brand. One participant thought that the ad might as well be for mascara and not tea. This explains that the traditional campaign is not creative. After seeing the guerrilla campaign (Picture 6) the participants thought it was very cool, creative and innovative. The bushes, which were formed as teacups, together with the Lipton sign, made the participants associate the brand with something healthy.

The participants did not believe that the traditional campaign was *credible* because the message is far-fetched and not connected to Lipton. The ad does not live up to the perceptions that the consumers have of the brand, according to the participants; warmth, tasty, positive, cozy and nice. The participants did not feel that the traditional campaign was memorable and if they would remember the campaign, they would remember the model and not the product. Therefore, this campaign would create a negative picture of
the brand. After seeing the guerilla campaign the participants thought the campaign was credible because it is green and healthy, just like tea.

Everyone had a positive attitude towards the brand. They connected it to something healthy and it was perceived as a fair trade brand, even if it might not be fair trade. One participant mentioned that she thinks it is a trustworthy brand. Concerning brand image, everyone was very positive. When the participants saw the logo of Lipton they connected the brand with something tasty, warm, having a cold, positive, nice and cozy.

The purchase intention of the participants was positive, and more so after being exposed to the guerrilla marketing campaign. Several of the participants drink tea every day, while two of the participants prefer coffee but drink tea approximately twice a month. The participants would buy tea from Lipton if they were in the market, but they would not buy it because of the traditional campaign. After seeing the guerrilla marketing, the participants said that they would buy the product after seeing the campaign because they would connect it to health.

When asked about WoM, after seeing the traditional campaign the participants said that they would not tell anyone about the campaign. When we presented the guerrilla marketing campaign the participants said that they would definitely tell others about it. The reason was that the campaign focuses more on the product and is perceived as interesting and unexpected.

### 4.1.4 Mini Cooper

When we presented the traditional marketing campaign of Mini Cooper (Picture 8), the participants did not feel that the campaign was creative. They thought it was very difficult to understand the message on the billboard. The participants liked the guerrilla campaign (Picture 9) because it was funny, and the men associated the campaign with small car toys they played with when they were children. The participants liked the guerrilla campaign much more than the traditional one and they definitely thought it was memorable, compared to the traditional.

The traditional campaign of Mini Cooper did not show any credibility and the reason was that the car is not associated with speed, according to the participants. But on the other hand, when the participants saw the guerrilla campaign they thought it was credible because it was a bit more luxurious and that fits with the perceptions they had of the brand.
The *brand attitude* and *brand image* were positive; all the participants agreed that they liked the brand. They did not have very much experience with the brand but still they associated it with quality and luxury. Some of the participants connected Mini Cooper with England and some thought it is a cute car for girls.

Regarding *purchase intention*, when we asked the participants if they have imagined or could imagine buying a Mini Cooper, some answered with yes but not because of the traditional billboard. One of the participants thought that the brand has a special clientele and does not appeal to everybody.

The opinion regarding *WoM* was completely different between the two campaigns. After showing the traditional campaign there was no one who could imagine telling other people about the campaign. But when they saw the guerrilla campaign they said they would tell several persons and take a picture and post it on Facebook.

### 4.1.5 Kit Kat

When the participants saw the traditional marketing campaign (Picture 10), they did not see it as *creative*. The reason was that the billboard did not connect with the product; it focused more on the women than Kit Kat. The billboard could be an ad for anything, like clothes, for example. When the participants were shown the guerrilla marketing campaign of Kit Kat (Picture 11), they felt it was very creative because they had not seen anything like this before and it focused only on the product. Unlike the traditional campaign the participants liked the guerrilla campaign much more.

The participants did not feel that the traditional marketing campaign delivered the right message and therefore thought it was not *creative*. The reason is that there were skinny girls on the red carpet and you most likely do not stay skinny if you eat chocolate. Therefore, the participants felt that the message was misleading. However, after seeing the guerrilla campaign, the participants thought that this advertisement was much more credible, because the company choose to focus on the product only, by making the bench look like Kit Kat chocolate.

All of the participants had a positive *attitude* towards the brand and felt that they can trust Kit Kat. The reason they trust the brand was because they have not heard any scandals attached to the brand name.

The *brand image* of Kit Kat was almost completely positive; because when the participants saw the Kit Kat logo they immediately associated it with chocolate cookies,
love and delicious taste. There was only one that did not like Kit Kat and preferred other types of chocolate.

The purchase intention of the participants was positive. Before being exposed to the guerrilla campaign, the participants said that they purchased Kit Kat from once a month to once a year. When seeing the guerrilla marketing campaign some of the participants desired Kit Kat chocolate right away.

Regarding WoM, almost all participants would not tell any person about the traditional campaign because it was not special. There was one participant that might tell someone but just because the billboard irritated her. After seeing the guerrilla campaign the participants stated they would tell a lot of people and post a picture on Facebook.

The analysis part, which will be presented in the next section, is structured the same way as the summary of the results, presented above.

4.2 Analysis of the results

In this part, we will analyze the findings from our experiment by connecting it to the theories, in order to answer our research question.

4.2.1 McDonald’s

The guerrilla campaign of McDonald’s is using ambient marketing because of the unusual placement of the campaign (Luxton & Drummond, 2000). The unusual placement also creates the surprise effect that characterizes guerrilla marketing (Hutter & Hoffmann, 2011). These theories were confirmed by our experiment. The participants found the guerrilla campaign of McDonald’s much more creative and memorable than the traditional campaign. A campaign that is perceived as creative attracts more attention from the consumer, then it becomes easier to recall for the consumer and might create a more positive attitude towards the brand (Belch & Belch, 2009; Baack, Wilson, & Till, 2008). On the contrary, the traditional marketing campaign lacked innovativeness and would not be remembered by the participants, meaning that the creativity of the campaign was perceived as low.

The guerrilla campaign was disliked by two of the participants, but they could not tell the reason why. The theory mentions that dislike might occur due to irritation and distraction for the consumers (Ay et al., 2010).
Credibility is one of the most important features a campaign or an ad can hold (Spry et al., 2011). One problem that has been associated with guerrilla marketing is that it might be perceived as having low credibility (Spry et al., 2011; Cottea et al., 2005). There was no difference in the perceived credibility between the two campaigns and because of the credibility problem concerning a guerrilla campaign; this can be seen as a positive thing.

The participants had both a negative and positive attitude towards the brand and neither of the campaigns affected or changed this attitude. Studies have shown that a strong attitude towards a brand affects, among other things, the purchase intention of the consumers (Park et al., 2010). One interesting finding from our experiment is that despite some of the participants having a completely negative attitude towards the brand, every one of them admitted to buying the products at least twice per quarter. The traditional campaign would slightly increase the purchase intention of the participants, and the guerrilla campaign would increase the purchase intention regarding coffee. The fact that the campaigns are increasing the purchase intention would indicate that the participants have previously been satisfied with the products bought from the brand.

The brand image was also negative, because McDonald’s products are perceived as very unhealthy. This was not affected by any of the campaigns and you can, therefore, assume that despite the products being seen as unhealthy, they satisfy some need in the consumer.

A big difference between the two campaigns was found in the part regarding WoM. No one would spread the message from the traditional campaign, whereas several would spread the word about the guerrilla campaign, either verbally or via Facebook. WoM is one of the most important effects of guerrilla marketing and, therefore, it is crucial that an expensive guerrilla campaign results in WoM, as it clearly has in the McDonald’s case.

**4.2.2 Coca Cola**

Like the McDonald’s campaign, the Coca Cola guerrilla campaign is an example of ambient marketing, because of the unexpected placement of the campaign. The guerrilla campaign was perceived as much more creative than the traditional campaign, even though the traditional campaign was perceived as funny to some extent. According to the participants, the reason really was the unusual placement of the campaign. The fact that the campaign is creative will positively affect the brand attitude, as well as
purchase intention, according to Baack et al. (2008) and Park et al. (2010). This seems to be true in this case, since both brand attitude and brand image were positive according to the participants.

The credibility of both campaigns is perceived as high; however, it is a bit higher regarding the guerrilla marketing campaign. This will, according to Cottea et al. (2005), result in a more positive attitude towards the brand. This will in turn, according to Spry et al. (2011), positively affect the brand image because the quality will be perceived as higher. The effect on brand attitude is visible in the fact that at least one participant immediately felt the desire to purchase the product.

As with the McDonald’s campaign, the traditional Coca Cola campaign did not generate any WoM at all. However, the guerrilla campaign would, according to the participants, be spread to several people, as well as be posted on Facebook. Therefore, the guerrilla campaign will reach more people and hopefully increase the customer base and the sales of the company, as stated by Ferguson (2008).

4.2.3 Lipton
The traditional campaign by Lipton is not perceived as creative. One important part when designing a creative campaign is that it should be relevant and communicate the right message to the audience (Belch & Belch, 2009). The problem with the traditional campaign of Lipton is that the participants felt that there was no connection between the campaign and the brand. The guerrilla campaign was perceived as very creative, which according to the theories can make the brand attitude more positive, as well as increasing purchase intention. These theories are supported by our findings; the brand attitude is high and the purchase intention would increase because of the campaign.

The lack of connection between the traditional campaign and the brand might also be the reason for participants perceiving the campaign as not being credible. The participants would not remember the ad and if they would, it would be the girl they remembered and not the brand. However, the guerrilla campaign was perceived as highly credible because it has a natural connection to the brand and fits with the brand image as being healthy.

Both brand attitude and brand image are positive regarding the Lipton brand. Since the purchase intention would increase after seeing the guerilla campaign, we assume that this campaign has affected brand attitude in a positive way. Furthermore, the image of
the brand has been affected positively because the campaign lives up to the original image of the brand.

As with the previous campaigns, the traditional Lipton campaign would not generate any WoM and the guerrilla campaign would generate lots of WoM. The participants said the reason was that the campaign focuses on the product and not so much on the other elements around it. The lack of WoM regarding the traditional campaign can be connected to the fact that it is perceived as not credible, which in turn affects the brand image. Therefore, it will not generate any WoM since this is dependent on the attitude towards the brand, and more specifically, the loyalty towards the brand.

4.2.4 Mini Cooper
The traditional campaign promoting Mini Cooper was not perceived as creative by the participants. They thought it was hard to understand and therefore, you did not get that instant wow feeling. The participants felt that Mini Cooper is a car aimed for women and they associated it with being cute and luxurious. However, the traditional campaign concerns speed, which none of the participants associated the brand with. According to Belch and Belch (2009), a campaign has to communicate the right message to the target audience in order to be perceived as creative. We believe that the reason for not being seen as creative is that the message is too unclear and does not fit with the target audience. The guerrilla campaign, however, was perceived as being very creative, mainly because it delivered the desired wow effect. It was seen as being both innovative and memorable, two important building blocks of creativity (Granot, 2011).

Nor was the credibility perceived as high in the traditional campaign and this was also because the campaign did not fit with the brand image the participants had. No one associated the brand with speed, and the billboard is only speed oriented.

4.2.5 Kit Kat
The traditional Kit Kat campaign was seen as old, not unconventional and the participants felt that there were no connection between the campaign and the brand. Moreover, there was too little focus on the brand and too much on the women. This is another example of a campaign where the message is perceived as irrelevant, resulting in it being seen as lacking creativity. The lack of creativity means that the campaign will not be remembered, and what is even worse, the participants thought that it could be a campaign for anything, further creating a distance between the campaign and the brand. This can harm the brand attitude, as well as the purchase intention. The fact that
the campaign caused irritation among the participants is a large problem for the company, which also can reduce the previously positive brand attitude. The guerrilla campaign was perceived as very creative, primarily because the participants felt that they had never seen anything like it before. A creative campaign is easier for the consumer to remember and recall and this was supported in our findings; all of the participants said that they would remember it. Moreover, the theories about purchase intention were also supported. The positive thoughts concerning the campaign made at least one of the participants want to buy a Kit Kat bar immediately.

As for credibility regarding the Kit Kat campaigns, the traditional campaign was not perceived as credible because of the message in the campaign. The participants felt that it is misleading to market chocolate and skinny women in the same campaign. This negative opinion about credibility affected the participants’ attitude towards the brand. However, the purchase intention was not affected, but on the other hand, only one of the participants admitted to regularly buying Kit Kat even before being exposed to the campaign. The guerrilla campaign was seen as credible because the entire campaign focused on the product and not on a lot of surrounding elements. This is also supported by our findings since the positive attitude towards the campaign led to a positive attitude towards the entire brand, resulting in eight out of ten participants getting the desire to purchase the brand immediately.

The traditional campaign would not generate any WoM; however, one participant said that she might talk about it because it irritated her so much. The saying is that all marketing is good marketing, but when a loyal customer speaks ill of the brand, this cannot be seen as something positive. Unlike the traditional campaign, the guerrilla campaign generated a large amount of WoM. The fact that the campaign made the participants immediately wants to purchase the product is promising in increasing the customer base and sales of the company. When persons start to spread the word about the campaign, several of the message receivers may feel the same way as the participants in our experiment.

4.2.6 Summary of the analysis
From our findings we have seen that companies have to become more creative when designing their marketing messages. Creativity is what makes consumers react to the message, as well as remember the message in the long run. The campaigns that are funny are often perceived as creative, for example the guerrilla Kit Kat campaign. A
campaign that arouses emotions in some way is often better at catching the attention of the consumers.

Another factor that is an advantage for guerrilla campaigns is that they are to a greater extent unexpected, compared to a traditional campaign. Our experiment has found that the unexpected campaigns are perceived as more creative than the more traditional campaigns, that can be perceived as somewhat boring in comparison.

One important part of the theories about creativity is the fact that the campaign has to be communicating the right message to the target audience. This fact is supported in our findings regarding the traditional Kit Kat campaign. A message that is not perceived as relevant automatically, according to our findings, has difficulties in being seen as credible. Another factor that affects credibility is if the message in the campaign fits with the brand itself.

A campaign that is focusing on the product only, with no disturbing elements surrounding it, is seen as more creative and with higher credibility than a campaign with several different surrounding elements. Moreover, the product-focused campaign will generate more WoM.

Finally, the guerrilla marketing campaigns are perceived as much more aggressive, which makes it impossible not to see and pay attention to them, and in the end, the point of all marketing is to make consumers aware of the brand, product or a specific offer.
5. Conclusion

This final chapter starts with a summary of the thesis, followed by a final conclusion where the research question will be answered. Furthermore, a critical review of the thesis is presented, as well as practical implications and suggestions for further research.

5.1 Summary of the thesis

After finding and evaluating the theories presented in the theoretical framework, we chose to explore how creative and credible guerrilla marketing campaigns are perceived to be. What we wanted to study was how the campaigns affected consumer behavior. The three parts of consumer behavior that were interesting to measure were brand attitude, brand image and purchase intention. Since WoM is an important effect of guerrilla marketing, and can determine whether a campaign is successful or not, we chose to include this concept in our study.

The method chosen to investigate the effects on consumer behavior was a focus group experiment. In the experiment, the participants were exposed to guerrilla marketing campaigns and traditional marketing campaigns. The point was to see if the different levels of creativity and credibility in the campaigns had different effects on brand attitude, brand image and purchase intention.

After conducting the experiment, the results were analyzed and we came to a conclusion. The next section presents our final conclusion.

5.2 Final conclusion

The purpose of this thesis is to explore if the use of guerrilla marketing affects consumer behavior in terms of brand attitude, brand image and purchase intention. To investigate the effects, we have used relevant determinants, which in this case were creativity and credibility, to be able to measure the effects. This was studied by conducting a focus group experiment where the participants were exposed to traditional campaigns and guerrilla campaigns, in order to see if the guerrilla campaigns affected consumer behavior to a greater extent.
Our research question is:

How does the use of guerrilla marketing affect consumer behavior in terms of brand attitude, brand image and purchase intention?

Our conclusions are based solely on the findings of our study and do not take into account other factors that could affect the results. Therefore, we do not draw any conclusions that are applicable to other guerrilla campaigns or other conditions that are beyond our study.

Our first conclusion is that all of the guerrilla campaigns in our study were perceived as more creative and more credible than the traditional campaigns. The reactions to the guerrilla campaigns were all more positive than the reactions to the traditional campaigns. Guerrilla campaigns are perceived as being more surprising, funny and attention creating.

Our second conclusion is that factors affecting brand attitude the most are humor, credibility and that the main focus is on the product. Our study has shown that when using these factors appropriately, the effect on brand attitude is positive. Humor is a great way to catch the attention of the consumer because a humorous campaign often results in the wow effect that is so crucial to make a guerrilla campaign successful.

Our third conclusion is that large, well-known corporations, like the ones used in our study, have already shown the consumer what they stand for. However, what is important for the companies to be aware of is that the attitude of the consumers changes, depending on how the company displays their values through their marketing. The majority of the guerrilla campaigns in our study resulted in an increased brand attitude, as opposed to the traditional campaigns.

Our fourth conclusion is that a campaign is perceived as having low credibility if the message in the campaign does not have a natural connection to the brand. Therefore, it is important that the company connects the brand image with the product and the message. All of the guerrilla campaigns in our study were perceived as more credible, or equally credible as their traditional equivalents.

Our fifth conclusion is that a campaign that is perceived as creative will increase the purchase intention in the consumer. This information was first found in the theory and our study later confirmed that it is in fact true. A creative campaign will evoke more attention to the brand and may help the brand to achieve a top-of-mind position in the
consumer. The goal is that the consumer should choose our product over the products of our competitors the next time he or she is standing in front of the shelves at the supermarket. All of the guerrilla campaigns in our study were perceived as being much more creative than the traditional campaigns, and therefore, the guerrilla campaigns would also increase purchase intention in the consumers.

Our sixth conclusion is that WoM is a very effective way to spread a message to a larger population. All of the guerrilla campaigns in our study generated more WoM than their traditional equivalents. However, these days WoM is not used as it was before. Nowadays, social networks such as Facebook and Twitter are the most frequently used ways to spread a message. This concept is known under the term electronic WoM, or eWoM (Wu & Wang, 2011).

Our final conclusion, to summarize our thesis is that a guerrilla campaign positively affects brand attitude, brand image and purchase intention. A credible campaign positively affects brand attitude, as well as brand image. And a campaign that generates WoM has a positive effect on brand loyalty and purchase intention. If a campaign is perceived as both creative and credible, it will create a very positive effect on brand image, brand attitude, as well as purchase intention.

According to theory, ethical problems as presented in section 2.5.2, can occur when using guerrilla marketing. However, we have not included this in our study and therefore, we cannot draw any conclusions regarding this.

Regarding societal problems, this has not been studied in our thesis and we have not been able to find any societal problems caused by guerrilla marketing.

5.3 Critical review

This thesis is contributing to the field of guerrilla marketing by studying how this marketing type affects consumer behavior. The research in the field is limited and with this thesis, we want to fill a gap. Some critical reflections regarding the study have to be done to show awareness about deficiencies in the study.

When choosing the literature used in this thesis, we tried to use articles and books that would give a broad and nuanced view of the different subjects presented. We were also very careful in only selecting articles that were regarded as scientific articles and that had been peer-reviewed.
The participants in our study were all in the ages between 20 and 30 and in the same phase of life. A different participant selection, for example aged between 40 and 50, would possibly render a different result. Furthermore, all of the participants were students with limited amounts of money to spend, and a completely different result could have been found if the experiment were conducted among people in the work force.

After being exposed to the first guerrilla marketing campaign, the participants immediately understood how to think when answering the questions because they had the traditional campaign to compare it with. The use of two focus groups, one being exposed to only guerrilla marketing campaigns and the other to only traditional marketing campaigns would have removed this implication.

5.4 Practical implications
Our thesis can increase companies’ understanding of the concept of guerrilla marketing and how this can be used in a successful way. Consumers are already very aware of the marketing taking place around them and therefore, guerrilla marketing is a great way to get the consumers’ attention, since it is so unexpected, unusual and surprising. Furthermore, our thesis is showing that it is better to focus primarily on the product while designing a marketing campaign. This knowledge is important to have regardless of what type of marketing campaign you are designing.

5.5 Further research
The fact that the research in the field is limited might be because of the difficulty to clearly define the difference between traditional marketing and guerrilla marketing. In future research, it would be interesting to try to define this difference. If the difference could be clearly defined, this would make it easier to conduct further research in the field.

Furthermore, in further research it would be interesting to use a wider age span for the participant selection. It would also be interesting to select participants from a larger geographic area, as well as people from different phases of life.

If using two focus groups, you could expose both groups to traditional campaigns and one group to guerrilla campaigns as well. You could also expose one group to
traditional campaigns only and the other group to guerrilla campaigns only. It would be interesting to see if these studies would display the same results as our study has.

Another angle would be to explore whether different emotional appeals frequently used in guerrilla marketing would affect consumer behavior differently. Emotional appeals that could be studied are, for example, fear, humor and guilt.

Other interesting approaches that can be studied are: how cultural differences might affect the success of guerrilla marketing, if there is a difference between men and women when being exposed to emotional marketing and practical (rational) marketing, or if the value of guerrilla marketing is different when used on high-trust products, such as financial services, compared to low-trust products, such as magazines.
References


Appendix 1: Pictures

Picture 1: Mc Donald’s traditional marketing campaign


Picture 2: Mc Donald’s guerrilla marketing campaign


Picture 3: Coca Cola traditional marketing campaign

Picture 4: Coca Cola guerrilla marketing campaign


Picture 5: Lipton traditional marketing campaign

Picture 6: Lipton guerrilla marketing campaign


Picture 7: Mini Cooper traditional marketing campaign

Picture 8: Mini Cooper guerrilla marketing campaign


Picture 9: Kit Kat traditional marketing campaign

Appendix 2: Interview guide, English/Swedish

Brand ‘X’

1. What emotions does this brand evoke in you? Motivate.
   Vilka känslor framkallar detta varumärke hos dig? Motivera.

2. Do you like or dislike the brand? Motivate.

3. Do you trust the brand? Motivate.
   Litar du på varumärket? Motivera.

4. What characteristics do you associate the brand with?
   Vilka egenskaper förknippar du med varumärket?

5. How often do you buy/use this brand? Motivate.

Brand X’s Traditional Marketing Campaign

6. Do you perceive this ad as being innovative? Why?/Why not?
   Uppfattar du denna annons som innovativ? Varför/Varför inte?

7. Do you perceive this ad as being memorable? Why?/Why not?
   Uppfattar du denna annons som minnesvärd? Varför/Varför inte?

8. Do you perceive this message as being believable? Why?/Why not?
   Uppfattar du budskapet i annonsen som trovärdigt? Varför/Varför inte?

9. If you were in the market for such a product, would you buy this brand?
   Om du var på jakt efter denna typ av produkt, skulle du köpa en produkt från detta
   varumärke?

10. How many persons would you tell about this campaign?
    Om du hade sett denna kampanj utomhus, för hur många personer hade du berättat
    om den?

Brand X’s Guerrilla Marketing Campaign

11. Do you perceive this ad as being innovative? Why?/Why not?
    Uppfattar du denna annons som innovativ? Varför/Varför inte?

12. Do you perceive this ad as being memorable? Why?/Why not?
    Uppfattar du denna annons som minnesvärd? Varför/Varför inte?

13. Do you perceive this message as being believable? Why?/Why not?
    Uppfattar du budskapet i annonsen som trovärdigt? Varför/Varför inte?

14. If you were in the market for such a product, would you buy this brand?
    Om du var på jakt efter denna typ av produkt, skulle du köpa en produkt från detta
    varumärke?

15. How many persons would you tell about this campaign?
    Om du hade sett denna kampanj utomhus, för hur många personer hade du berättat
    om den?
Appendix 3: Transcript of focus group seminar

Moderator: Sandra Belić

Assistant moderator: Emelie Jönsson

Equipment: Video recorder, sound recorder, printed pictures of traditional marketing campaigns, guerrilla marketing campaigns and brand logos, transcripts of the interview guide.

Date: May 16th, 2012

Location: Kristianstad University

Duration: 75 minutes

Participants:

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Company 1: Mc Donald’s

Preparatory questions

1. What emotions does this brand evoke in you?
One participant used to work at Mc Donald’s and therefore associated the brand with anxiety. The other participants instantly thought about cheeseburgers, fast food and that it is very high in calories.

2. Do you like or dislike the brand?
Participants agreed that they both liked and disliked the brand and that it is a love-hate relationship: it is tasty, fast, effective, but at the same time you know that it is not good for you in the long run.

3. Do you trust the brand?
The participant who used to work at Mc Donald’s right away said no, because the products they are selling are not good for you. Even if they market a new menu as being healthy, you do not believe them. Another participant said that maybe a previous employee had a different view than un-biased customers. At the end however, no one trusted the brand for the same reason: fast food is not healthy for you and therefore you
do not trust them. They felt that it was misleading marketing to say that some of the products are healthy for you.

4. What characteristics do you associate the brand with?
It is fast, it is available all over the world, and that is impressive.

5. How often do you buy/use this brand?
The answers to this question were very different, everything from once a week till twice per quarter.

Questions regarding traditional marketing campaign

6. Do you perceive this ad as being innovative? Why? /Why not?
Yes, to some degree, because it is true. It is fast, their French fries are tasty and will be eaten fast. However, some participants feel that they are leaving out the part about all the oil used in cooking the French fries.

7. Do you perceive this ad as being memorable? Why/Why not?
The opinions of the participants were widely different; some, mainly females, said yes, while the men said no. One participant said that Mc Donald’s is always in the back of her mind, but she doubted that she would remember this billboard as such.

8. Do you perceive this message as being believable? Why/Why not?
Yes, own experience says that the French fries are eaten fast because they are tasty and therefore it is believable.

9. If you were in the market for such a product, would you buy this brand?
Most participants said yes but some said that they prefer the French fries at Burger King. One participant said that Mc Donald’s is such a large corporation and it is always in the consumers’ minds. They hardly need to advertise, because everybody knows about the company and what they stand for. Our generation has grown up with the company always being present. They are very clever to offer Happy Meals with toys for kids and in that way, tie the children to the company early on.

10. How many persons would you tell about this campaign?
Everyone agreed that they would tell no one about the campaign because it is not funny or interesting.

Questions regarding guerrilla marketing campaign

11. Do you perceive this ad as being innovative? Why? /Why not?
Yes, definitely because it is unusual, original and exciting.

12. Do you perceive this ad as being memorable? Why/Why not?
Yes! The majority said that it is cool and it is much more appealing than a regular billboard promoting coffee would be. One participant said that despite not liking coffee, this campaign might make him buy it anyway. However, two participants said that they did not like it but they could not say why. Everybody agreed that the campaign is memorable.
13. Do you perceive this message as being believable? Why/Why not?
One participant said no because McDonald’s coffee is usually not free, but if the coffee really is free, then it is believable.

14. If you were in the market for such a product, would you buy this brand?
Some participants said yes, but not because they had seen this campaign. Others said that they usually buy coffee at Mc Donald’s anyway and would not be affected by the campaign. One participant stuck to his opinion that this campaign would make him buy coffee even if he does not like it.

15. How many persons would you tell about this campaign?
The answers were different, several would not have mentioned it to anyone, one participant said that he would have taken a picture and posted it on Facebook, and several agreed that they probably would do the same.

Company 2: Coca Cola
Preparatory questions

1. What emotions does this brand evoke in you?
Pleasure, tasty, sugar, sweet, poison, unhealthy, party were the reactions we got. One participant said that it makes her think about a hot summer day and how good Coca Cola would taste then.

2. Do you like or dislike the brand?
Eight participants like the brand because it is associated with pleasure and good taste. Two participants do not like it because they associate the brand with being addictive and unhealthy.

3. Do you trust the brand?
Everybody agreed that they do not trust the brand because it is such a large corporation.

4. What characteristics do you associate the brand with?
Summer, impulse since it is always located right next to the check out at the supermarket. Parties, cozy evenings at home.

5. How often do you buy/use this brand?
The answers to this question were also very varied, from very often to twice in six months.

Questions regarding traditional marketing campaign

6. Do you perceive this ad as being innovative? Why? /Why not?
Fairly, because it is boring and just like every other advertisement. One participant said been there done that when seeing the campaign. Some participants thought it was funny to some extent.

7. Do you perceive this ad as being memorable? Why/Why not?
No, because it is ordinary and boring.
8. Do you perceive this message as being believable? Why/Why not?
Yes, because Coca Cola really is everywhere and the penguin fights to get Coca Cola. One participant mentioned that he had seen a documentary about countries that had no clean drinking water, but they did have a Coca Cola vending machine. This shows that the brand is everywhere and that even a penguin can reach the brand!

9. If you were in the market for such a product, would you buy this brand?
Yes.

10. How many persons would you tell about this campaign?
No one.

Questions regarding guerrilla marketing campaign

11. Do you perceive this ad as being innovative? Why? /Why not?
Yes! Definitely! It really attracts your attention.

12. Do you perceive this ad as being memorable? Why/Why not?
Yes! Definitely!

13. Do you perceive this message as being believable? Why/Why not?
Yes. One participant said that it was believable and that she would have gone to buy a Coca Cola after being exposed to the campaign.

14. If you were in the market for such a product, would you buy this brand?
Yes.

15. How many persons would you tell about this campaign?
Everyone would have told several persons about this campaign and they would also take a picture of it and post it on Facebook, which would reach even more persons.

Company 3: Lipton

Preparatory questions

1. What emotions does this brand evoke in you?
Tasty, warmth, having a cold, positive, nice, cozy on a cold day were the emotions that came to mind. One participant mentioned that she thinks it is a trustworthy brand.

2. Do you like or dislike the brand?
Everyone liked the brand because it is healthy and it is perceived as a fair trade brand, even if it might not be fair trade.

3. Do you trust the brand?
Every one of the participants felt that they trust the Lipton brand.

4. What characteristics do you associate the brand with?
Tastes good, a nice, trustworthy brand.

5. How often do you buy/use this brand?
Two participants prefer coffee but drink tea approximately twice a month, but more often in wintertime. Several participants drink tea almost every day.
Questions regarding traditional marketing campaign

6. Do you perceive this ad as being innovative? Why? /Why not?
If it is supposed to be a cup of tea in front of her face, it is slightly innovative, otherwise not at all. Several participants thought that they do not connect the ad to the brand at all. They feel that the message of the campaign is very far-fetched and that there is more focus on her eyes than on the brand. One participant thinks that the ad might as well be for mascara and not tea.

7. Do you perceive this ad as being memorable? Why? /Why not?
No, it is ordinary and boring. If you were to remember the ad, it would be because of the woman in the ad and not the product or the brand.

8. Do you perceive this message as being believable? Why? /Why not?
No, the message is far-fetched and not connected to Lipton. The ad does not live up to the perceptions that the consumers have of the brand, according to the participants, warmth, tasty, positive, cozy and nice.

9. If you were in the market for such a product, would you buy this brand?
Yes, but not because of the ad.

10. How many persons would you tell about this campaign?
No one.

Questions regarding guerrilla marketing campaign

11. Do you perceive this ad as being innovative? Why? /Why not?
Yes! It is cool, really innovative. Show the brand as something healthy with the green color and you instantly see that it is Lipton.

12. Do you perceive this ad as being memorable? Why? /Why not?
Yes. One participant said that he would think of the campaign every time he would drink tea afterwards.

13. Do you perceive this message as being believable? Why? /Why not?
Yes, because it is green and healthy, like tea is.

14. If you were in the market for such a product, would you buy this brand?
Yes, because you would remember the campaign and connect it to health when you were in the store afterwards.

15. How many persons would you tell about this campaign?
Many, no doubt! The message is more about the product than about the woman as it was in the other ad. And it is interesting and appealing.

Company 4: Mini Cooper

Preparatory questions

1. What emotions does this brand evoke in you?
Someone thinks of England since it is an English brand originally. Some think of a cute car for girls. Someone thinks of Italy because she had rented that type of car on vacation to Italy.
2. Do you like or dislike the brand?
Everybody liked the brand. One participant associated the brand with happy memories and the rest of the participants thought that it is a good brand.

3. Do you trust the brand?
Not many of the participants had any experience with the brand but they still associated it with quality. One participant said that it feels a bit more luxurious than other small cars.

4. What characteristics do you associate the brand with?
Luxury, it is sporty and better than other small cars. A great looking car that is available in many models.

5. How often do you buy/use this brand?
Never. But would like to buy it in the future.

Questions regarding traditional marketing campaign

6. Do you perceive this advert as being innovative? Why? /Why not?
Not really. You do not get a wow feeling and it is hard to understand. You have to think about it to understand it.

7. Do you perceive this ad as being memorable? Why/Why not?
No.

8. Do you perceive this message as being believable? Why/Why not?
No, because you do not associate Mini Cooper with speed.

9. If you were in the market for such a product, would you buy this brand?
Not because of the billboard. One participant thought that the brand has a special clientele and does not appeal to everybody. Also, the brand does not have a top of mind position, in his opinion.

10. How many persons would you tell about this campaign?
No one.

Questions regarding guerrilla marketing campaign

11. Do you perceive this advert as being innovative? Why? /Why not?
Yes! It is a really good campaign!

12. Do you perceive this ad as being memorable? Why/Why not?
Definitely! Some of the participants would take a picture of it because it gives such a wow effect.

13. Do you perceive this message as being believable? Why/Why not?
Yes, because it does make it seem a bit more luxurious and that fits with the brand.

14. If you were in the market for such a product, would you buy this brand?
Maybe not because of this campaign, if you are not in the target group already.
15. How many persons would you tell about this campaign?
Most of the participants would tell several persons about the campaign.

**Company 5: Kit Kat**

**Preparatory questions**

1. What emotions does this brand evoke in you?
Chocolate, cookies, love, dislike, associations to childhood, delicious.

2. Do you like or dislike the brand?
Everybody likes the brand; one participant did not have any opinion about it.

3. Do you trust the brand?
Yes, because it has not had any scandals attached to the brand name.

4. What characteristics do you associate the brand with?
The color red and a happy emotion.

5. How often do you buy/use this brand?
Three participants never buy the brand, some buy it once a year and some buy it once a month.

**Questions regarding traditional marketing campaign**

6. Do you perceive this ad as being innovative? Why? / Why not?
No, it is not new, not original and you do not connect it to Kit Kat. More focus on the women and less on the brand. One participant says that this type of message sells products because sex sells.

7. Do you perceive this ad as being memorable? Why/Why not?
No, because it could have been an ad for anything, clothes for example.

8. Do you perceive this message as being believable? Why/Why not?
No, because you do not take a break on the red carpet and you do not stay skinny when eating chocolate, even if it is Kit Kat you are eating.

9. If you were in the market for such a product, would you buy this brand?
One participant said yes because she loves Kit Kat, but the other nine participants said that there are other brands that they would rather choose.

10. How many persons would you tell about this campaign?
No one. One participant said that she might tell someone but only because the billboard irritates her.

**Questions regarding guerrilla marketing campaign**

11. Do you perceive this advert as being innovative? Why? / Why not?
Yes! It is something that you have never seen before and it really fits with the brand.

12. Do you perceive this ad as being memorable? Why/Why not?
Yes, absolutely! It is very creative and the focus is only on the product.
13. Do you perceive this message as being believable? Why/Why not?
Yes, because it really looks like chocolate and it makes you want a Kit Kat right away.

14. If you were in the market for such a product, would you buy this brand?
Eight of the participants would buy Kit Kat after seeing this campaign and two would not because they do not like the taste of the product.

15. How many persons would you tell about this campaign?
Many persons, and also take a picture and post on Facebook.

Concluding discussion

Thoughts on the campaigns?

Some affect you more than others and more campaigns try to be funny. It also seems that they need more creativity all the time to make the consumer react. Someone thought that humor is a great way to catch the attention of the consumer and that advertising campaigns are supposed to arouse emotions in some way. Other thoughts were that old companies and big companies tend to have more eye-catching marketing campaigns than smaller companies. Someone said that they thought that the type of guerrilla campaigns shown to them demanded that the brand already is well known to make a bigger impact.

Positive/Negative?

If it is a bad marketing campaign, the attitude towards the brand might be affected negatively. The participant took the traditional marketing campaign from Lipton as an example of this; she got only annoyed with the brand when she saw that campaign. The campaigns that the participants appreciated the most were the guerrilla marketing campaigns from Kit Kat, Coca Cola and Lipton because they were aggressive and made you want to buy the product right away. These campaigns were also the ones that affected the participants the most, and one participant said that it was because all the focus of the campaign was on the product itself and not on a lot of other elements around it. The guerrilla marketing campaigns were perceived as more physical and more creative.

Pros and cons?

Cons of the different campaigns were that the traditional marketing campaign from Lipton had too much focus on the girl, that you missed out on the message of the campaign. Furthermore, the traditional marketing campaign from Kit Kat was perceived as bad because it did not tell a story and you could not relate to it. Pros were that for example the guerrilla marketing campaigns from Coca Cola, Lipton and Kit Kat were so aggressive that it would have been impossible not to see and pay attention to them.